

UNARMED RESPONSE TO ACTIVE SHOOTER EVENTS

Presenter's Notes for Corporate Environments

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October 22, 2015





EXECUTIVE SUMMARY

The Indiana State Police and Dr. Richard Hogue of Hogue & Associates, Inc. offers this slide presentation is as a free guide to private corporations in evaluating current active shooter prevention and response programs, and in developing the same.

This information is not intended to comprise a complete program for preventing and responding to an active shooter event, nor is it meant to serve as a substitute for expert advice provided by local law enforcement, as well as medical, psychiatric, and legal personnel.

The Unarmed Response to an Active Shooter program is a change in the traditional paradigm for responding to an active shooter event. This program's focus is to provide prevention strategies and response options, so that business leaders and staff have an increased chance of survival if faced with an active shooter event. Exercising these options may increase the security of staff while awaiting law enforcement arrival.

This program serves the following objectives:

- Define the Active Shooter
- Examine Current Trends, Data, and Early Warning Indicators
- Recognizing the Phases of the Active Shooter
- Discuss Responsibilities of Management and of the Individual
- Discuss Response Options and Strategies
- Provide General Information and Suggestions on Active Shooter Events

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UNARMED RESPONSE TO ACTIVE SHOOTER EVENTS

Presenter's Notes for Corporate Environments

SLIDE #1 UNARMED RESPONSE TO ACTIVE SHOOTER EVENTS

SLIDE #2 DISCLAIMER

This information is not intended to comprise a complete program for preventing and responding to an active shooter event (ASE), nor is it meant to serve as a substitute for expert advice provided by local law enforcement, as well as medical, psychiatric, and legal personnel.

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SLIDE #3 PROGRAM OBJECTIVES

As we have studied "Active Shooter Events" and the needs of the business community, we have formulated some specific suggestions that may serve to improve the security of your business. These objectives may assist in your efforts to identify potential threats, to examine your current security program, and to provide suggestions that may improve the overall security of your business.

SLIDE #4 DEFINE THE ACTIVE SHOOTER

As we have studied "Active Shooter Events," the Indiana State Police (ISP) Department has developed a working definition of an "Active Shooter." The ISP definition serves to differentiate the "Active Shooter" from other perpetrators that may carry out various forms of assault on Indiana's citizens.

Here, we want to underscore that "Active Shooters" utilize a variety of weapons in their efforts to inflict death or serious injury to individuals. We have found that "Active



Shooters” may target a specific individual or group but the event may very well transition rapidly into a more random attack.

SLIDE #5 INCIDENT FREQUENCY

This graph demonstrates that “Active Shooter Events” are clearly on the increase. It is important to note that the FBI study utilized a very broad “Active Shooter” definition. Regardless, we feel that the study supports the premise that these events are on the increase. Source: (Federal Bureau of Investigation, 2014 in cooperation with ALERRT)

SLIDE #6 LOCATION CATEGORIES

Active shooter events occur most frequently in places of business and commerce, this graph clearly demonstrates that businesses and places of commerce are the most likely environments for “Active Shooter Events”. Source: (Federal Bureau of Investigation, 2014 in cooperation with ALERRT)

SLIDE #7 CONSISTENT EARLY WARNING INDICATORS

There are behaviors and indicators that are common in the active shooter events that we have studied. By educating employees, managers, etc. on the early warning indicators, we feel that early identification and intervention may be possible. Through early intervention, prevention of the unthinkable may be an outcome.

Note: The Department understands that no ironclad profile exists for the identification of an “Active Shooter.” However, the next few slides may serve to introduce the “prevention phase” of our active shooter program. In the following slides, we will discuss consistent behaviors and indicators that have been displayed by many of the active shooters we have studied.

By remaining vigilant and educating all employees on the “Early Warning Indicators,” we may greatly increase our chances of identifying, intervening and preventing a tragic event.

SLIDE #8 STIMULI FOR ACTIVE SHOOTER EVENTS

By reviewing active shooter events, it becomes apparent that many of these incidents may be triggered by some very specific external stimuli. This slide provides an overview of some of the stimuli that may precipitate an “Active Shooter Event.” Again, our priority is prevention. By monitoring individuals exhibiting the “Early Warning Indicators” and being aware of the types of events that may give rise to an “Active Shooter Event” we may very well be able to intervene and prevent a catastrophic event.



SLIDE #9 ADDITIONAL CUES TO ASSIST IN UNDERSTANDING AND IDENTIFYING THE ACTIVE SHOOTER

This slide continues the discussion of contributing factors that may elicit “Early Warning Behaviors” in employees. Some of these social interactions may set the stage or trigger an ASE. By understanding the impact of these interactions, managers may increase their ability to prevent an ASE by exercising early intervention. ISP believes that prevention is preferable to response.

Employees, customers, vendors, etc. that exhibit agitated and unstable emotional states as well as mood swings, emotional outbursts and hypersensitivity to criticism, may very well merit monitoring. Emotional instability may manifest in mood swings resulting in frequent conflict with coworkers, supervisors, patrons, etc. When individuals are suffering from emotional issues, a coping mechanism may be to strike out against those that they perceive to be mistreating them. This may be a response to real or imagined bullying, hazing, teasing, etc. Individuals suffering from emotional issues may exhibit poor socialization and as a result their behavior may fall outside the scope of acceptable social interaction. Simply, they may be described as acting strange, odd, etc. Sadly by doing so, their behavior may be unintentionally and unfortunately providing fertile ground for intolerant individuals to bully, haze and or mistreat these individuals. The real or perceived mistreatment may magnify their sense of isolation. As the perceived, imagined or real mistreatment progresses the individual may view only one solution to end the situation. That solution may manifest in an ASE for the purposes of striking out and satisfying the need for revenge against those the shooter views as responsible for his emotional dilemma. They may see the carnage they have planned as a solution to ending the very real emotional suffering they are experiencing.

It would be appropriate to suggest that a policy of respect, civility, etc. in the workplace is an appropriate working condition.

SLIDE #10 CHARACTERISTICS OF AN ACTIVE SHOOTER EVENT

The next several slides set out some of the common characteristics of an “Active Shooter Event”. By understanding and recognizing these characteristics, we increase our chances of intervening and or our chances of exercising the appropriate response actions.

In this slide, we want to underscore that staying out of contact with the shooter should be our goal.



SLIDE #11 CHARACTERISTICS OF AN ACTIVE SHOOTER EVENT (CONTINUED)

This slide continues the discussion of the common factors of an ASE. Here the slide underscores that these events are typically planned. The shooters may stockpile weapons, hold a fascination for previous active shooter events and voice their intent to carry out an ASE to others. Because shooters plan extensively, they typically plan in plain sight.

SLIDE #12 CHARACTERISTICS OF AN ACTIVE SHOOTER EVENT (CONTINUED)

In almost all ASE coworkers, friends, etc. had actionable knowledge of the upcoming event. They simply failed to bring that knowledge to the appropriate individual or individuals. They failed to take the situation seriously.

This slide continues the discussion of the common factors of an ASE. Statistics support that perpetrators engage in behavior that causes others to be concerned. Again, they plan in plain sight but those that have concerns and or have knowledge of the shooter's intentions fail to notify the appropriate individuals.

SLIDE #13 FIVE STAGES OF THE ACTIVE SHOOTER

This slide discusses the developmental process of many active shooter events: ("Five Stages of the Active Shooter," Developed by Lt .Dan Marcou, La Crosse, WI Police Department - retired). This process may serve to once again underscore that 'active shooters' plan in plain sight. Marcou's Stages: Fantasy, Planning, Preparation, Approach and Implementation.

Fantasy: "Initially, the shooter only dreams of the shooting. He fantasizes about the headlines and the news coverage he'll receive. He pictures breaking the death count record of the previous active shooter, and going out in a blaze of glory. This is typically the stage in which the potential shooter starts to express and share his thoughts, fantasies, delusions, and or obsessions."

Planning: "In the Planning Stage, the shooter will start to organize his plan", (with the production of drawings, basic written plans, etc.). In many cases, the planning should have been apparent to those coming in contact with the shooter.

Preparation: "Here, the event starts to come into focus for the shooter. He starts to obtain the weapons and materials necessary to carry out the event." Again, he continues to tell others of the impending attack.



Approach: “This phase is a very dangerous stage. The suspect has made his plans and decided to act. He will be walking, driving, or riding toward his intended target, armed with his tools of death.”

Implementation: Once the Implementation Phase starts, the focus of shifts from prevention to the need for response options.

*“Five Stages of the Active Shooter”,
Lt. Dan Marcou, La Crosse, WI Police Department –retired).*

Note: These stages or phases often occur in plan site. If we understand the phases and remain vigilant, we may very well be able to identify a potential event and intervene. Prevention is preferable to response.

SLIDE #14 ORGANIZATIONAL PREPAREDNESS

We continue our discussion of prevention and begin the introduction to response. We discuss prevention from both an organizational perspective and an individual perspective. We examine what the organization may do to increase the security of the workplace and what the individual may do to be better prepared to take the necessary actions to secure their safety. Simply, we examine what the individual and organization may do to be better prepared to secure their safety and the safety of coworkers.

Organizational Preparedness:

Can be defined as what management can do to assist you in being prepared for an ASE.

Individual Preparedness

Can be viewed as preparing yourself to recognize, analyze, internalize, and respond to threats.

SLIDE #15 MANAGEMENT’S RESPONSIBILITY IN PREPARING THE FACILITY

Prevention should be the organizations main goal!

Secure the perimeter of the facility!

- ❖ Management should provide perimeter security and monitor all access points to the facility.
- ❖ Control access to the facility (policy and practice).
- ❖ Along with monitoring all access points, a check-in process for all individuals entering the facility must be developed.



Management should provide and maintain the hardware that will assist in rapid securing of safe-room doors, office doors, etc.

Management should provide staff with the tools and the authority necessary to sound the alarm, lockdown the facility, call 911 and take necessary action.

SLIDE #16 PREPARATION RESPONSIBILITY FOR MANAGEMENT

Develop a “Business Environment Threat Assessment” Survey/Inventory Tool to identify potential threats and vulnerabilities in the workplace environment (including the threats that may be posed by the community/location of the business, the physical plant, the product line, etc).

Management may utilize the Threat Assessment Survey/Inventory Tool to conduct an assessment of your business environment (you know your community, business, product line better than anyone). Remember, you should be involved in the threat assessment process.

Management may develop safety plans that address the workplace threats identified by the “Threat Assessment Survey/Inventory Tool” and process.

Management should consider the development of an “Intervention Team” to review the status of referred individuals that exhibit the warning indicators.

Practice, test and revise your plan based on the results of your Threat Assessment Survey/Inventory Tool and utilize debriefing reports (feedback reports from previous events and drills). Debriefing reports are simple forms that are completed by individuals that are involved in safety drills, actual events, etc. Simply, using the “Debriefing Report”, the individual describes the event, describes their response action, and describes what worked and what could have been done better. Finally, the individual completing the report offers suggested actions that may be taken should the event be repeated.

SLIDE #17 PREPARATION RESPONSIBILITY FOR MANAGEMENT (CONTINUED)

Educate all employees on the Early Warning Indicators/Behaviors.

Develop programs that promote a climate of communication between employees and management (Tip lines, websites, “Threat Assessment Intervention Team” reporting process, etc.).

Conduct drills and tabletop exercises designed and carried out by staff.



Management must empower staff to sound the alarm.

Management may provide training for staff on dealing with difficult people.

Management should reinforce the workforce's role, expectations and responsibilities in the overall safety plan (including visitor control, communicating concerns, being diligent and vigilant, etc.).

SLIDE #18 MANAGEMENT RESPONSIBILITIES TO MONITOR POTENTIAL THREATS FROM PERSONNEL

Develop a "Threat Assessment Intervention Team"; this is the team (committee) that monitors employees and individuals associated with the workplace.

Utilize a cross section of employees to serve on the Threat Assessment/Intervention Team.

Train the Threat Assessment/Intervention Team members on the Early Warning Indicators or Behaviors.

Develop a process for confidential reporting of security concerns to the Threat Assessment/Intervention Team and management.

SLIDE #19 RESPONSIBILITIES OF THE INDIVIDUAL TO BE PREPARED

Individual Preparedness and Situational Awareness: Individual and Situational Awareness occur when you are totally aware of what is going on around you.

If you have a healthy degree of mistrust/suspicion, you will be better prepared to deal with the threats in your environment.

Cooper's Color Code may be utilized to explain the concept of "situational awareness".

In explaining the concept of personal awareness, the "basic philosophy" or "concept" of Cooper's Color Code, may be useful. As an option, instructors may wish to utilize it to demonstrate situational "awareness".

Optional: If your status is "White": You are "Unaware and Unprepared": In this state, the only thing that may save you is the poor preparation and incompetence of the individual or individuals carrying out the assault. Yellow: You are "Calm but Alert": This is not paranoia but a healthy sense of awareness. In this state you are paying attention to what is going on around you and the nuances of your environment or the subtle shades of stimuli coming



from your surroundings. Orange: You are “Specifically Alert” to certain stimuli. Some type of stimuli has caught your attention. You are fine tuning your senses and narrowing your focusing on the potential threat. You have not discarded all stimuli in your surroundings but you are focusing on something that just does not seem right. Red: You are “Ready to Take Action” because you have interpreted or confirmed the external stimuli as a threat. Your primal senses are starting to kick in and you are emotionally, mentally and physically ready to fight.

SLIDE #20 WHEN YOU ARE NOT AWARE OF YOUR SURROUNDINGS, BAD THINGS HAPPEN (VIDEO)

This video underscores why you should be aware of your surroundings.

SLIDE #21 INDIVIDUAL OR SITUATIONAL AWARENESS

Individual Preparedness (Review lessons learned from the video)!

The key to “Individual Preparedness” is your ability to live in a state of “Heightened Awareness”.

Heightened Awareness will assist you in:

- ❖ Recognizing the presence of threats
- ❖ Analyzing & internalizing the presence of the threat
- ❖ Overcoming your reluctance to take the necessary action to secure your safety (This may include lethal action against another human being.)

SLIDE #22 KEY TO KEEPING YOUR EMPLOYEES SAFE: PREPARE THEM TO ACT!

Theodore Roosevelt said “In the moment of decision, the best thing you can do is the right thing. The next best thing is the wrong thing. The worst thing you can do is nothing.”

Points to stress:

- ❖ Doing nothing may cost you your life.
- ❖ Taking action increases your chances of surviving.
- ❖ Taking no action puts you at the mercy of an individual that has no mercy.



- ❖ You may very well be capable of doing far more than you think.
- ❖ Preparation may greatly increase your ability to respond and implement your plan. You will react as you have practiced.

SLIDE #23 BASICS OF AN ACTIVE SHOOTER EVENT

The Shooter's Actions: The shooter arrives & seeks victims. The attack may target a specific group or individual initially but quickly evolves into a more random attack.

Individual Actions: In an active shooter event your goal must be to separate and secure yourself from the threat. Time saves lives. Your actions & options may be defined as Escape (Run), Lockdown (Hide) or Fight.

We want to underscore that the ISP recommendations expand the traditional Run, Hide or Fight model. We want you to "Escape" (Run) by taking specific actions that increase your security as you seek to remove yourself from the danger zone. We do not want you to run blindly. You should have an "Escape" (Run) plan. You should pay attention to the path you take and consider "concealment and especially cover" as you "Escape" (Run). If you elect to "Lockdown" (Hide), secure the door, silence any source of noise, seek "cover" by placing solid objects between you and the threat, prepare to be mobile (staying stationary makes you an easy target) and finally if all else fails be prepared to take lethal action with improvised weapons. Have a plan! You will react as you have planned.

The Organization's Actions: These are prevention and response actions and practices that management should have taken to secure the safety of employees. The facility by design should have perimeter and internal security design (controlled admission & easily/rapidly lockable office and "safe room" doors). Policies and practices should be in place to provide clear direction on expected responses.

Note in a large room or "theater setting": You should always heighten your sense of awareness by having a plan; by being aware of available exits; by being aware of available cover; by being aware of the most appropriate path that takes advantage of available cover to the nearest safe exit to a secure site. Those that freeze in place make themselves easy targets and often represent the victims in these events.

What will you face if you do not take action?

Active shooters view their victims with an altered sense of reality. Typically, compassion, pity, etc. are not emotions that enter into the equation. If we review the active shooter's demeanor, we find an emotional void. They often take victims as they are encountered and in a random fashion. Often, they are described as detached, calm, etc. Do not expect empathy from the shooter.



Although the Columbine shooting took place in a school we may learn valuable lessons from that tragic event. In the Columbine video the shooters actions serve to demonstrate how they often lack empathy for their victims. Though difficult to watch, the perpetrators may be viewed taunting their hapless victims just prior to taking their lives. Carnage was the shooter's goal with no regard to the horrific actions that they were undertaking. The narcissistic view often demonstrated by shooters underscores that pity, empathy, etc. are not emotions that characterize active shooters.

Your options: You should seek to limit or prevent contact with the shooter. Your options are to Escape/Run or Lockdown/Hide! As a last resort to Fight!

SLIDE #24 ACTIVE SHOOTER EVENT OPTIONS

Escape or Run:

Escape is an option in the event you have a secured path to a predetermined or confirmed secured area.

Lockdown or Hide:

If a safe path to a secure site is not a certainty, "Lockdown" may be the very best option. It is not advisable to leave a secured location for a location of unknown security.

Fight!:

When faced with imminent danger, take lethal action.

SLIDE #25 OPTION TO ESCAPE/RUN

Remember you have been empowered to sound the alarm!

1. Have a safe path and destination (with alternate) in mind.
2. Escaping is one of your best options. IF you have a safe path to a secure site!
3. Do not attempt to evacuate if you do not know where the threat is located.
4. Leaving a secure place for an unknown option may take you directly into the threat!
5. Leave your possessions (warn others) but do not slow your escape.

SLIDE #26 OPTION TO ESCAPE/RUN (CONTINUED)

6. As you evacuate, understand the concepts of concealment and cover.
7. Concealment should hide you while sufficient cover may stop a bullet.



8. Quickly check corners, intersections and rooms before you move into or through them.
9. **PRACTICE** your Option to Escape.

SLIDE #27 OPTION TO LOCKDOWN/HIDE:

Remember you have been empowered to sound the alarm!

1. Quickly lock and secure the door.
2. Put as much furniture as possible in doorway to create a secure barricade.
3. Put as much 'cover' between you and the threat as possible.
4. Stay out of the line of sight/fire.
5. Do not make yourself an easy target. (Stay on your feet ready to move.)

SLIDE #28 OPTION TO LOCKDOWN/HIDE (CONTINUES)

6. Silence your cell phone and/or pager.
7. If you can silence your cell phone and leave an open line to 911, do so.
8. Turn off any source of noise and remain quiet, i.e., radios or televisions.
9. Remember that 'cover' is your goal. Hiding (behind large items-cabinets, desks or solid walls) is best.
10. **PRACTICE** your option to Lockdown or Hide!

SLIDE #29 OPTION TO FIGHT

1. Obtain improvised weapons.
2. If you must fight, you should be positioned out of the line of sight/fire with as much cover as possible.
3. You should take care to position yourself to take advantage of the attacker by bringing him into your circle of violence with surprise on your side.
4. Your goal is to obtain cover while bringing the attacker into your "circle of violence."
5. You must be ready to take lethal action. The better prepared you are. The more you can do to protect yourself and others.



6. PRACTICE your Option to Fight

SLIDE #30 RUN. HIDE. FIGHT. SURVIVING AND ACTIVE SHOOTER EVENT

(Video) – © City of Houston 2012

Make sure to underscore that ISP has increased and expanded on the recommendations per the above information. The ISP Department provides specific suggestions on each phase of the Escape/Run, Lockdown/Hide or Fight program. The ISP program also adds prevention on the front end in addition to expanding this model to Escape/Run, Lockdown/Hide or Fight.

Make the point that this is a YouTube link to City of Houston, TX video, which Copyrighted

SLIDE #31 SUGGESTIONS FOR SURVIVING A HOSTAGE SITUATION:

While no “fool proof” plan exists for surviving a hostage situation, some basic suggestions may prove to be the difference between survival and tragedy. Historically, active shooters arrive with the goal of killing victims as they encounter them. This random carnage does not typically result in a hostage situation. That is not to say that a hostage situation could not be an outgrowth of an active shooter event.

Suggestions:

Onset of the Event: The onset of the event may be the best time to increase your chances of surviving a hostage taking event. In a business setting, the onset of the event may provide avenues of escape that will close very quickly once the perpetrator takes control of the situation or controls the conditions of your freedom. If you have planned your options to escape prior to the event your chances of escaping and surviving the incident will dramatically increase.

You should stay alert to the dynamics of the situations. You must immediately determine the intent of the perpetrator. If the goal of the attacker is to continue the carnage of killing the hostages, you will need to take the immediate and necessary actions to preserve your life. Your options at this time may be limited to escape by any means necessary or by taking lethal action against the perpetrator. It is critical that you have a predetermined plan of action. Taking no action may very well have a tragic outcome.



If the attacker's intent is to hold individuals for bargaining or as a negotiating lever, (and you are unable to escape) most law enforcement agencies recommend that you stay as calm as possible.

A goal that is often suggested is to deescalate the situation by avoiding argumentative conversation and engage the perpetrator only on his initiative.

Stay alert to the emotional state of the hostage taker and to the dynamics of the situation including his weapons, emotional state and any changes in his intent to start harming hostages.

Prepare yourself mentally for the action that will be dictated by the dynamics of the hostage situation.

If a rescue attempt is undertaken, stay low, empty your hands, put yourself in a non threatening position with your hands as visible as possible.

Follow all the commands of the arriving law enforcement.

SLIDE #32 LAW ENFORCEMENT ARRIVAL

Law Enforcement may arrive in uniform, plain clothes, or tactical gear.

Law Enforcement will bypass the wounded, be forceful, their initial mission is to end the violence.

Law Enforcement will immediately make their identity known.

SLIDE #33 LAW ENFORCEMENT ARRIVAL (CONTINUED)

Do not attempt to reach out to arriving law enforcement

Keep hands empty and clearly visible

If you are able, you should be prepared to supply arriving law enforcement with information on the shooter: direction, location, (sex, race, hair color), type of weapon, etc. Remember, you should do this only if it does not compromise your safety.

Information Requested by 911 Operator: "911 Emergency Information Quick Reference Guide" is posted on ISP Website. This information may assist in preparing you to respond to questions from the 911 Call Operators.



SLIDE #34 BUSINESS ENVIRONMENT THREAT ASSESSMENT

An effective security plan should begin with a comprehensive “Threat Assessment Inventory or Tool”.

The Threat Assessment Inventory or Tool should be developed in a cooperative effort between management and the workforce.

The “Assessment” should be conducted by members of the management team and the workforce.

The “Assessment” should examine and identify threats from the entire business environment.

SLIDE #35 SUGGESTIONS FOR CONSIDERATION

Empower your staff to participate in the corporate safety plan.

Make it clear to staff that they are expected to participate in securing the building (maintaining perimeter security, monitoring visitor traffic, being vigilant, etc.)

Reinforce that the expectation is that staff will sound the alarm if they see something of concern. See something, say something.

SLIDE #36 SUGGESTIONS FOR CONSIDERATION (CONTINUED)

Empower your staff to participate in the corporate safety plan.

Include representatives from various job responsibilities on the Threat Assessment Team.

Include representatives from various job responsibilities in the Threat Assessment Process.

Include staff in planning and revising the plan based on the outcome of the Threat Assessment Process.

Include staff in planning and conducting drills in partnership with law enforcement and have a debriefing process to share information.